

# CIVILIAN COMMUNITY OF INTEREST HUMAN CAPITAL ASSESSMENT

FY 2013



COI

ASSESSMENT





*Civilian Marines are valuable assets to the Marine Corps Total Force team, providing critical support in numerous areas throughout the Corps. The Civilian Marine workforce totaled approximately 33,000 employees at the end of Fiscal Year 2012. Civilian Marines work in true partnership with Marines and play an important role in current combat operations, research and development, and acquisition. They provide invaluable assistance, especially to Marines returning from deployment and their families, as well as traditional services vital to base and station operations.*

*The Marine Corps is committed to having a civilian workforce equipped with the leadership skills and technical competencies necessary to meet all challenges, today and into the future. Through community management and career-development initiatives, Civilian Marines are able to remain a team of experts strategically integrated into the mission of the Corps. For instance, the Marine Corps Acculturation Program enables our civilians to learn and better understand their supporting roles, develop an appreciation of Marine Corps culture and history, and learn how their work fits into the Marine Corps mission.*



# OVERVIEW

## PURPOSE

Community of Interest (COI) human capital assessments identify strategic objectives and workforce recommendations from a community perspective to support professional development and workforce planning initiatives. COI human capital assessments inform commands, community members, and key stakeholders of significant community demographic information, workforce trends, and key factors that could impact the workforce. Additionally, COI human capital assessments will guide the establishment and implementation of professional development programs sponsored by each designated community. **Civilian Marines must have command approval to participate in COI sponsored professional development programs and activities.**

## BACKGROUND

Civilian community management is an organizing strategy that aligns occupational series into groups of similar types of work. Each civilian Marine is grouped along functional lines and those groups are designated as a COI. Civilian communities provide the framework to organize and deliver human capital management programs to enhance workforce capabilities. Each designated COI assists in ensuring the workforce is equipped to sustain strategic-level competencies required to accomplish assigned duties based on primary occupational series and strategic mission requirements.

Each COI is led by a designated community Leader responsible for maintaining an enterprise perspective on the civilian workforce and the functional needs of their community. COI activities include:

- Identification of specific COI training programs based on the annual determination of functional training needs.

- Development of community-wide strategic vision and goals.
- As applicable, establishment of technical competencies for all occupational series within the community.
- Creation of career roadmaps as a tool to guide employee career progression.
- Implementation of communication networks that ensure the community is informed of strategic issues; aware of updates to regulatory and statutory requirements; kept abreast of community best practices; and informed of new competency requirements based on strategic mission requirements.
- Conduct activities as necessary to make available standard position information (e. g., occupational series recommendations, and parenthetical titles) to assist in human capital management initiatives.

**Detailed information on the Civilian Community of Interest Program is located on the Civilian Workforce Management Branch website at <http://www.manpower.usmc.mil/CWPD>.**

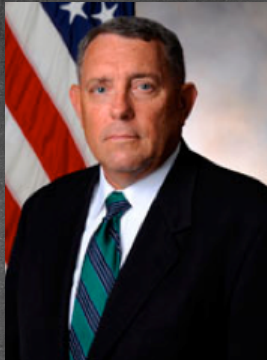




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*The superior qualities of the individual Marine provide our warfighting edge. That begins with recruiting and retaining the highest quality talent and applies to our active duty, reserve, and civilian workforces.*

USMC CONCEPTS AND PROGRAMS 2013





### **Civilian Marine Workforce**

*Civilian Marines exemplify our core values. They embrace esprit de corps, teamwork, and pride in belonging to our nation's Corps of Marines. The 95 percent of our civilian workforce that is employed outside the Headquarters element in the Pentagon, are located at our installations, bases, and stations; they are the guards at our gates, the clerks who pay our bills, the therapists who treat our wounded, the experts who repair our equipment, our information technology support, and the teachers who instruct our children. Sixty-eight percent of our civilian Marines are veterans who have chosen to continue to serve our Nation. Of those, a full 13 percent have a certified disability. Still, our civilian workforce is very small in comparison with similar organizations. The Marine Corps maintains a very frugal ratio of one civilian to every ten active duty Marines. Our civilian non-appropriated funded workforce continues to steadfastly provide vital support to our Marines, reserve Marines, their families, and our wounded, ill and injured.*

THE POSTURE OF THE UNITED STATES MARINE CORPS  
GENERAL JAMES F. AMOS  
COMMANDANT OF THE MARINE CORPS  
2013 REPORT TO CONGRESS





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# ADMINISTRATION

## STRATEGIC OVERVIEW

The Administration Community of Interest (COI) mission is to develop and provide a systematic process for Civilian Marines to identify and assess technical and behavioral competency requirements, training opportunities, career roadmaps and mentoring partnerships to support career development. The Administration COI encompasses professionals that serve as expert, innovative and distinct team members dedicated to supporting readiness both today and in the future while upholding Marine Corps values of honor, courage and commitment.

Effective strategic planning warrants the consideration of the possibility there may be implications of applying different workforce reductions to the Administrative Support workforce without fully understanding their true value to the mission. A continued emphasis on developing analytical skills, increasing the ability to organize (people, services, data, information, and make informed decisions), and leveraging technology are imperative to enhance work efficiencies that are critical for this community.

## DEMOGRAPHIC ANALYSIS

Community demographics information was gathered and analyzed from the Total Workforce Management System collection from June 2013 and indicated that the current on-board Administration workforce consists of approximately 2,122 personnel. The on-board population is at 89% which is 1% below the Marines Corps target of 90% of the total authorized manpower billets for the community on the Marine Corps Table of Organization. During the last five years, the Administration community population has become younger.

The community turnover rate has increased over the past two years and peaked at 12% (2% higher than the average mean of 10% of the Marine Corps population). On average, Administration community members are employed with the Marine Corps for five (5) years. The population of community members who are eligible for retirement is growing and we will begin seeing increases in retirement from 2014 through the out years. The workforce data indicates that Administration community members typically remain employed with the Marine Corps between two and four years on average past their eligible optional retirement date. This average number of years will likely increase due to current economic conditions.

## ENVIRONMENTAL FACTORS

Current budget constraints, realignment and restructuring of the military organizations to include civilian workforce reshaping will continue to impact the community. In light of these future year projections it could possibly impact training requirements and reduce the opportunity for professional development for the Administration community members. These factors will impact the retention of civilian personnel in the community and will slow down the recruitment of vacant positions. The lack of labor funding and erosion of benefits (i.e. retirement, cost sharing health benefits, etc.) could also impact retention of personnel. The Administration COI members will need to have diverse skills and competencies in order to increase proficiency levels using technology to remain effective and achieve efficiencies in their daily business processes.



## WORKFORCE PLANNING STRATEGIES

From a community prospective, Administration workforce planning strategies should include the following:

- Align training and development with competencies
- Increase opportunities in order to enhance analytical skill
- Increase ability to organize effectively to increase efficiencies and process improvement
- Leverage new technology and increase proficiency with advanced technological and automation skills
- Encourage leadership skill and technical training





# CONTRACTS

## STRATEGIC OVERVIEW

The contracts community is a premier group of professionals turning requirements into capabilities, in support of Marines and their families, through good business decisions, executing fiduciary responsibilities with honesty and integrity. The contracts community has an obligation to build and maintain an agile workforce that is responsive to contract requirements in a collaborative environment to support the Marine Corps mission.

The contracts community supports the overall Marine Corps mission through three separate activities: field contracting systems, systems command, and community services. While all activities develop and manage processes and execute strategies to provide quality goods and services for the Marine Corps, each of the activities has different functions, needs, and challenges.

## DEMOGRAPHIC ANALYSIS

The contracts community succeeds in recruiting senior personnel from outside agencies and retired active duty (> 65% have some prior military service). The entire civilian workforce has at least the minimum education level required for their position, and there has been an increasing trend in post graduate degrees (>20% of workforce). However, approximately 51% of the current workforce is 50+ years old and are quickly approaching retirement; with most retiring within one year of eligibility.

The community's aging workforce, combined with the slow growth of the 25-49 age group is cause for great concern considering the experience necessary to successfully and efficiently contribute to the Marine Corps mission. Our grade structure as authorized and assigned,

is fairly stable at the moment. While there are currently only slight deficiencies in the GS 13-15 grades, these are likely to become more dramatic as our more senior personnel begin to retire. Also, the downsizing of the civilian workforce will increase the workload on the remaining, less experienced employees.

In addition to the procurement functions performed, contracting professionals are tasked to provide sound business advice; research and analysis are a large part of fulfilling this responsibility. As such, the workforce is required to possess a broad knowledge base and breadth of experience. The contracts community needs to cultivate a workforce of subject matter experts that are capable of critical thinking and in-depth analysis. Retention within the contracts community is paramount to meeting Marine Corps needs. The experienced individuals are critical for the training and mentorship of the newly recruited members to preserve the knowledge base of our workforce; retention of Marine Corps trained employees is important to maintaining efficiency and consistency. Furthermore, because our workforce must have the ability and desire to contribute to the continuous improvement of contracting processes to meet the evolving needs of the Marine Corps, recruiting efforts need to be focused on hiring educated and motivated individuals.

## ENVIRONMENTAL FACTORS

The downsizing of the Marine Corps force and reduced/uncertain budget represents a unique set of challenges to the contracts community. There is not a direct correlation between the size of the active duty force and the number of contracts necessary to support it. Furthermore, effective contracting with uncertain budget constraints requires a more experienced, agile workforce.



With the pressures of a large scale operational engagement diminishing, we anticipate a steady or increasing use of formal acquisition procurement processes resulting in higher work demands on our workforce.

These factors directly impact our ability to manage the fluctuating workload and with a properly equipped workforce. Loss of subject matter expertise and organizational knowledge are significant risks impacting operational readiness in addition to professional growth. An improperly prepared workforce results in frustration and irritation, which contributes to an increased turnover rate. As previously discussed, our workforce has less than 5 years to leverage the knowledge and experience of our seasoned employees.

The aging workforce and retention of the remaining workforce are likely to be on-going concerns for the next five years. A perpetual concern is directly related to the Marine Corps' operational focus; our community must be prepared to immediately adapt and provide support to expanding and contracting requirements. Not sufficiently addressing these environmental factors will result in a weakened civilian contracting workforce that is not representative of an agile workforce capable of responding to contract requirements in a collaborative environment.

## COMMUNITY STRATEGIES

The contracts community has established four organizational goals with implementing strategies:

- Goal 1: Build and Sustain Professional Development Across the Community
- Goal 2: Conduct Community Outreach
- Goal 3: Foster Stakeholder Partnerships to Achieve Mutually Beneficial Outcomes
- Goal 4: Provide Community Advocacy and Workforce Management

The implementing strategies require information sharing across all activities and active engagement of stakeholders.

## TRAINING AND DEVELOPMENT

The DOD has established 28 technical competencies and 10 professional competencies for the contracts community ([http://www.acq.osd.mil/dpap/ops/contracting\\_competency\\_assessment.html](http://www.acq.osd.mil/dpap/ops/contracting_competency_assessment.html)). DAWIA has established the experience and training requirements for certifications within the contracts community. In support of these established programs, the contracts community leverages the mandatory and supplemental DAU on-line and in residence training opportunities. Cross competency certification is encouraged to facilitate the collaborative acquisition environment.

Training Opportunities	Workforce Planning Considerations	Delivery Method
Defense Acquisition University	Technical and professional development	Online and in residence
Center for Leadership Development (multiple opportunities)	Professional development for apprentice/journeyman level employees	<a href="http://www.leadership.opm.gov/">http://www.leadership.opm.gov/</a> Charlottesville, Virginia, Shepherdstown, West Virginia, and Aurora, Colorado
University Courses/Advanced Degrees	Increase workforce knowledge base for business decisions and recommendations. Retention of workforce	Acquisition Workforce Tuition Assistance Program, Community of Interest
Commercial training opportunities (e.g. management concepts)	Technical and professional development	Online and in residence

Additional community information is available on the Manpower & Reserve Affairs Portal under Career Communities: <https://www.manpower.usmc.mil>

*Enterprise investments will also focus on workforce education, training, and professionalization programs. Such initiatives will be designed to ensure Marines, Civilian Marines, and support contractors know how to use improved enterprise governance tools, policies, and technological capabilities to create advantage in a dynamic strategic landscape.*

USMC CONCEPTS AND PROGRAMS 2013



# EDUCATION

## STRATEGIC OVERVIEW

The Education Community members serve in a myriad of different settings across the full spectrum of education occupations spanning positions that involve administering, managing, supervising, performing, or supporting education and training from early childhood providers and teachers; vocational trainers, administrators, and professors; to counselors and research specialist across the United States Marine Corps. The Education COI fosters development of a professional cadre of civilian Marines supporting life-long learning across the Corps. Members of the COI value the significance of career-long professional development and they contribute to excellence in their profession supporting operational readiness of Marines via their ability to plan and execute efficient education programs.

## DEMOGRAPHIC ANALYSIS

The Education COI supports 509 active appropriated funded employees. 89% of the community's 574 billets are currently filled. Additionally, the community comprises only 3% of the total civilian workforce (19,982). The education community is predominately an aging workforce with 58% in the baby-boomer generation. The community's average is 50, which is three years older than the average federal employee. The community is at risk of losing "corporate knowledge" in our learning institutions as significant portion of the workforce is eligible for retirement over the next five years. Nearly two-thirds of the members in the education workforce retain a baccalaureate degree, with one-third possessing doctorate degrees. This is a highly educated workforce possessing tremendous abilities with 11% of the community supporting U.S. Title 10 requirements, 4% supporting acquisitions, and 85% directly supporting our learning institutions in a myriad of learning capacities.

## ENVIRONMENTAL FACTORS

The Education COI is moving rapidly from a traditional learning environment to high-skill, knowledge-based, technology driven learning alternatives. The changes in the learning environment demand an adaptable education workforce. It is important to note that the most common challenges to recruiting and maintaining a diverse workforce identified by managers are funding constraints, limited opportunities for advancement, and limited time to spend on recruiting activities. Moreover, with continuing pressure to reduce the federal civilian workforce will continue to result in additional negative pressures on hiring and retaining the education workforce.

Retaining and attracting the right education workforce as the Marine Corps is competing for increasingly limited federal resources is exacerbated by Federal hiring actions using antiquated hiring tools and career path models (i.e. longevity) designed to support and meet merit system requirements. A possible negative effect of antiquated hiring tools and career path models is observable in younger workforce members as job-security is no longer a primary driver as it was with the baby-boomer generation. The proliferation of technology in the education-workplace requires new skills and continuous retraining as advances in technology will continue to be the most significant environmental factor for the community. The Education COI requires a technologically relevant and professional workforce capable of modifying old practices. As well as developing, designing, and implementing new methods in our learning institutions.



## WORKFORCE PLANNING STRATEGIES

- Create and retain a highly qualified, motivated, and supported workforce through strong professional development (Successful Learners)
- Design an enterprise Workforce Plan to Address Skills Gaps
- Develop knowledge management solutions for best practices that enhance and build organizational capacity
- Maintain education superiority such as accreditation and technology resources in an austere fiscal environment





# FINANCIAL MANAGEMENT

## STRATEGIC OVERVIEW

The mission of the Financial Management (FM) workforce is to ensure the Department's budget and financial expenditures support the national security objectives of the United States. The FM workforce serves with integrity and is the trusted advisor on all financial matters. The FM workforce provides high-quality information and analysis support to decision makers.

There are no "non-core" functions within the FM Community of Interest (COI). With the new fiscal reality and reduction in our workforce, the FM community has been forced to prioritize and work only mission critical functions.

The short term strategic mission of the FM COI is to develop a professional workforce through Professional Certification and Credentialing Standards. The strategic mission encompasses:

- A trained financial management workforce with the knowledge, skills, and abilities necessary to achieve auditable financial statements
- The encouragement of career broadening and development of leadership
- Billet assignments based on certifications and career qualifications

## DEMOGRAPHIC ANALYSIS

FM COI demographic information retrieved from the Total Workforce Management System during June 2013 indicates that the current on-board FM workforce consists of approximately 1250 appropriated funded employees. The on-board population is at 92% of the total authorized manpower billets for the community on the Marine Corps Table of Organization. The FM turnover rate is lower than the Marine Corps rate.

Within the next three years, 49% of the community will be eligible for optional retirement. The community's retirement profile is higher than

the overall Marine Corps retirement profile of 25%. The FM employees retire 3.34 years beyond optional retirement date compared to the Marine Corps average of 2.77 years; with around 25% of employees retiring within one year of eligibility.

Close attention needs to be paid to the community's aging population which can have a significant impact on the future workforce; over 50% of the FM community is 50+ years old.

As the new FM certification program is implemented, education will become more significant within the FM community. Currently 25% of the community possesses a Bachelor's degree or higher and this is expected to rise in the future.

## ENVIRONMENTAL FACTORS

The National Defense Authorization Act for Fiscal Year 2012 (Public Law 112-81) provided the Secretary of Defense with the Authority to Prescribe Professional Certification and Credentialing Standards. This program was developed to achieve auditable financial statements and promote a strong FM community with a well-trained financial workforce. It establishes a framework to guide DOD FM professional development by providing a mechanism to encourage key training in Audit Readiness and Decision Support/Analysis.

The current government condition of continuing resolutions, government shut down, funding limitations and reductions in workforce is leading to hiring lags and recruitment freezes. The aging workforce will lead to the reduction of the community's knowledge base and experience and the competition of private sector will make it difficult to recruit qualified individuals leading to increased workload on an already stressed workforce.



## WORKFORCE PLANNING STRATEGIES

- Succession planning
- Provide professional and leadership development
- Increased cross training and job rotation
- Encourage professional certification and advanced education





# HUMAN RESOURCES

## STRATEGIC OVERVIEW

The mission of Human Resource (HR) Community of Interest (COI) is to be the center of excellence providing credible, professional resources needed to support the HR community by owning the responsibility to change working requirements and enhance competency proficiency. The HR COI will also promote the use of career management opportunities and development programs.

The short-term strategic mission of the HR COI is to support reconstitution of the civilian labor force to the programmed level that best supports our commanders in order to fully and responsibly execute the resources allocated to our civilian labor requirement.

The community must also remain responsive to changes in strategic priorities. The DON recently implemented a new approach to HR service delivery that impacts community members. As part of the new HR delivery model, HR community members will participate in a daily time-to-task data collection initiative to support workforce modeling and analysis using an enterprise web based tool. Additionally, MROC Decision Memorandum 32-2013, establishes the requirement for Command-Level Strategic Workforce Planning (SWP) throughout the Marine Corps. In support of this strategic decision, the HR community's goal is to establish a network of HR professionals across the Marine Corps that actively support strategic workforce planning efforts within their Commands.

## DEMOGRAPHIC ANALYSIS

Community demographic information retrieved from the Total Workforce Management System during May 2013 indicates the current on-board HR workforce consists of approximately 798

appropriated funded employees. The on-board population exceeds 90% of the total authorized manpower billets for the community on the Marine Corps Table of Organization. During the past 5 years, the community has not experienced any significant population changes. The community employee turnover rate has been historically low. On average, HR community members are employed with the Marine Corps for six years.

Over the next three years, 33% of the community will be eligible for optional retirement. The community's retirement profile is consistent with the overall Marine Corps retirement profile when compared with the overall population. The workforce data indicates community members typically remain employed with the Marine Corps one year past their eligible optional retirement date. The community demographic information does not reflect there will be a dramatic spike in the number of community members eligible for retirement as a result of the aging baby boomer generation. However, the workforce analysis shows that attention must be paid to the aging workforce; over 50% of the community is in the 50 or over age demographic. It is also a noteworthy concern that 75% of the population has not completed a post-secondary education program.

## ENVIRONMENTAL FACTORS

Shifts in the economy and associated budget cuts, realignments, reorganizations, and other workforce reshaping activity will continue to impact the community. These activities may impose new restrictions and regulations resulting in a slower pace of recruitment to fill vacated positions.

Increased pressure to optimize HR service delivery in a resource constrained environment will continue to impact the community. Increased automation will affect how HR products and



services are delivered in the future. The community should anticipate applying automation in primary HR functions including EEO, staffing, processing and benefits. The HR community will need to increase proficiency levels in automation to ensure HR specialists are equipped to manage new automated HR tools and processes successfully.

Advances in automation will increase the expectation of managers and customers for timely and quality service. The HR community will be constantly challenged to function more effectively and become technically proficient.

## **WORKFORCE PLANNING STRATEGIES**

From a community prospective, HR workforce planning strategies should include the following:

- Targeted succession planning
- Recruiting new talent
- Increasing proficiency in advanced technological and automation skills
- Improving Strategic Workforce Planning Competencies
- Encouraging attainment HR Certifications and Post-Secondary Education





# INTELLIGENCE

## STRATEGIC OVERVIEW

The mission of the Intelligence Community of Interest (COI) is to ensure the U.S. Marine Corps has the workforce needed to meet warfighter needs by understanding the threat environment and providing Commanders and national intelligence leaders with information, resources and analysis needed to make sound and timely decisions. Ultimately, our workforce helps reduce the uncertainty of decision-makers on a real-time basis, across a myriad of existing and emerging threats. This capability comes from having the talent that possesses the resident knowledge and is able to integrate with and leverage the larger intelligence community.

The long-term strategic mission of the Intelligence COI is to develop a blend of professionals that are prepared to provide analysis to commander's at the point of decision and in a manner that supports the seamless connection between intelligence and operations. This strategic mission encompasses:

- A premier workforce that collects, analyzes, solves, and translates knowledge into operational opportunities
- Trained professionals with technical, tactical, and leadership expertise to meet the challenge of future threats
- Billet assignment based on certifications and career qualifications

## DEMOGRAPHIC ANALYSIS

Community demographic information for Intelligence COI, current on-board Intelligence workforce consists of approximately 300 appropriated funded employees. During the past 3 years, the community has experienced an attrition rate of approximately 6.4% which is slightly higher than the average of 4% in the Intelligence Community.

Over the next five years, only 4% of the community will be eligible for optional retirement. Over the next 10 years, our optional retirement eligibility rate is approximately 10%. It would appear that Marine Corps Intelligence is not susceptible to a wave of civilian employee retirements for at least the next decade.

It is also noteworthy that even though there isn't a positive degree requirement for our 0132's, 74% of the population has completed a post-secondary education program. (Note: We are currently engaged in a longitudinal demographics analysis that is more fully discussed below. This analysis will permit a greater understanding of the dynamics within our workforce).

## ENVIRONMENTAL FACTORS

Current national fiscal pressures are already prompting various proposals for spending reductions, personnel and salary freezes. These will continue to present challenges as the Marine Corps Intelligence Enterprise strives to meet the goals of the Strategic Human Capital Plan (SHCP).

In support of our first goal under the SHCP, professionalizing the workforce; our Intelligence Mentoring Program is currently in its pilot year and tries to bring together mentors and protégé to enhance the career aspirations of each. Some of these pairs are challenged as they struggle with maintaining relationships at large distances, even with the advantage of electronic technologies. Another program that continues to improve the capabilities of the Intelligence Community is the creation of the Language Library and the addition of 30 language courses. The mix of courses provides refresher and advanced development of the skills of our Marines and Civilian Marines and contributes greatly to our MCISRE Individual Language Training Program.



As we continue to reform intelligence analytic training and education (Goal 2) we have made great strides in developing Career Roadmaps for our Intelligence Marines and Civilian Marines. With the additional funding received in FY13, we were able to conduct a civilian competency analysis and clearly define our core competencies and performance expectations.

The continued development and refinement of career tools, including gap analysis and succession management, will ensure that individuals and supervisors have the foundational guidance needed for career planning to drive the further professionalization of the MCISRE Civilian workforce. (Goal 3)

Partnering with other Intelligence Agencies has provided additional resources as we continue to develop our workforce. An example of one resource we have just started to use is Automated Global Intelligence Learning Environment (AGILE). AGILE is a collaborative learning environment, available on all three network domains, that encourages the sharing of learning tools and solutions.

The Joint Duty Program is a rotational system akin to joint duty in the military. Its purpose is to encourage and facilitate assignments and details of personnel to nation intelligence centers and between elements of the intelligence community. This program has provided valuable experience to our analysts.

The Pat Roberts Intelligence Scholars Program (PRISP) is a powerful recruiting and retention tool. PRISP provides funds for previous and future education costs of our intelligence analysts and our computer information specialists.

## **WORKFORCE PLANNING STRATEGIES**

Workforce planning requires understanding of how the workforce changes (faces) and how future needs change our requirements (spaces). Our career roadmap shows the structure of progression to include competency development,

potential training requirements along the career life-cycle. We have three areas that we have focused on:

- Civilian Career Roadmap - We have articulated the competency requirements during the career lifecycle in the form of the career roadmap. This will ultimately allow individual employees a greater understanding of where they are in their careers and how they can continue in their respective Marine Corps journey. It will articulate their education and development needs at each level, but does not generate organizational level requirements. For the complete picture you need to understand future workforce requirements and how the current workforce is expected to change. It is our ultimate goal that the roadmap will be interactive with employees and subordinate systems.
- Supply Analysis (faces) – In conjunction with the Office of the Director of National Intelligence we are currently developing a longitudinal analysis of workforce dynamics covering the Years 2008 through 2013. This will provide more powerful information than is currently available in our Demographic Analysis above. For example, at what grade level is turnover the greatest? What proportion of new hires has military service? How has our grade structure changed over time? Is there a relationship between education and likelihood of promotion? Answering these questions and others is part of anticipating workforce changes.
- Future Demand (spaces) – is the most challenging in light of programmatic and non-programmatic (sequestration) resource issues facing the Marine Corps Intelligence, Surveillance and Reconnaissance Enterprise.

Taken together these three aspects of our overall workforce planning efforts strengthen our ability to anticipate and plan how we attract, develop, retain and organizationally deploy of MCISRE civilians.



# INFORMATION TECHNOLOGY MANAGEMENT (ITM)

## STRATEGIC OVERVIEW

The mission of ITM Community of Interest (COI) is to create a working environment to attract, retain, and empower the best and brightest talent to support and develop a sustainable ITM Civilian Marine workforce. Additionally, providing career management opportunities, facilitating information flow and knowledge sharing are enduring community goals.

Comprised of dedicated, professional Civilian Marines, the ITM COI members perform a wide variety of IT and Information Management (IM) functions. From computer scientists to librarians, from telecommunication specialists to application developers, COI members provide critical support to the Marine Corps on a daily basis.

The community must support changes in the strategic landscape. The Marine Corps continues to transition from a contractor-owned, contractor operated network model to government owned, government operated, and contractor supported model. This transition would be challenging in the best fiscal environment...it is significantly more difficult in the current one.

Looking forward, the community faces training challenges associated with evolving technologies. Virtualization, cloud technology, and Bring Your Own Device (BYOD) will require new policies and implementation. The community must continually reassess and identify emerging technologies in sufficient time to allow baseline training.

## DEMOGRAPHIC ANALYSIS

Community demographic information retrieved from the Total Workforce Management System during June 2013 represents data on appropriated fund personnel only. Non-appropriated fund personnel comprise approximately 12.5% of the community population (300 as of 11 July 2013).

Over the past 5 years, the community has seen significant growth. In December of 2008, the community population was only 1,441. Since that time, the community's population has grown nearly 65%. IT Specialists (Series 2210) continue to comprise approximately 70% of the COI. This percentage has remained relatively constant for several years. The size of this segment drives the focus for training programs.

The COI turnover rate is below, but trending toward the USMC average (9.8%) and stands just below 9%. If we assume the turnover of a single employee costs \$10,000, then cutting the COI's turnover rate in half would save over \$1.1 million.

The Office of Personnel Management does not prescribe a positive education requirement for 2210s. Therefore, it is not surprising that 70% of the COI does not have a bachelor's degree or equivalent. The larger question of whether formal degrees represent more value than experience should be addressed.

Retirements are expected to increase year over year from FY15-FY19. Retirements in FY19 are projected to be almost double that of FY13. Clearly this indicates a need for emphasis on succession plans.

Retirement timing closely mirrors that of the USMC with the vast majority of individuals retiring within 7 years of their initial eligibility.

0390, 0392, and 0394 billets should be reviewed. Cumulatively, there are only nine APF civilians in these series and the OPM qualification standards are decades old. A review would determine if these positions were classified accurately, or if they should be reclassified in another series such as 0391.



## ENVIRONMENTAL FACTORS

**Budgetary Concerns:** Reductions in funding affect a wide range of workforce issues, including force reductions, work distribution (from the loss of two, and the hiring of one), and ability to offer retention incentives to name a few. Pay freezes and threat of additional furlough actions will continue to discourage IT professionals from finding government work attractive. Additionally, fiscal constraints limit the options for training. Increasingly, “free” and “online” are the primary, if not only, options.

**Retirement Models:** These indicate a potential for a significant loss of institutional knowledge through FY17. It will be critical to take advantage of existing, or get access to new technologies which support knowledge management across the enterprise.

**Cybersecurity:** The increased emphasis on cybersecurity and the cyber workforce has resulted in calls for increased professionalization and training. An initiative to code cyber positions has already begun, and there is a bill in Congress to mandate specific cyber workforce standards within the Department of Homeland Security. Significant resources will be devoted to this topic, both in the policy and operational arenas.



## WORKFORCE PLANNING STRATEGIES

From a community perspective, workforce planning strategies should include the following:

- Targeted succession planning
- Identifying IT workers across the spectrum of occupational series
- Coding cyberspace workforce positions IAW the National Initiative for Cybersecurity Education (NICE) framework and OPM guidance
- Increase use of knowledge management tools



# LEGAL

## STRATEGIC OVERVIEW

Personnel in this community fall under the direction of the Office of the Counsel for the Commandant (HQMC CL) and/or the Judge Advocate Division of the Marine Corps. Civilian Marines assigned to the Legal Community of Interest concentrate on administrative and operational Marine Corps legal needs, including support of forward-deployed Marines; perform the functions and duties specific to the Office of Counsel and the Judge Advocate Division to include duties and functions prescribed in the Uniform Code of Military Justice (UCMJ).

The primary strategic initiatives of the legal community are to develop and maintain myriad Community of Practice areas, i.e., civilian personnel law (CPL), acquisition/procurement law, fiscal law, environmental and land use law, ethics law and operational/administrative law of the UCMJ. With a goal of widest possible participation, a detailed execution plan will be disseminated to all community members. As individual strategic initiatives are implemented, each will be evaluated, and other initiatives will be selected and developed to address additional needs and concerns. In this way, the community will continue to move forward to provide the most effective and efficient legal support possible in service to the Department of the Navy and Marine Corps of today and the future.

## DEMOGRAPHIC ANALYSIS

Community demographic information retrieved from the Total Workforce Management System during June 2013 indicates the current on-board legal community workforce consists of approximately 154 appropriated fund employees. The on-board population is approximately 94% of the total authorized manpower billets for the community on the Marine Corps Table

of Organization. During the past five years, the community has not experienced any significant population changes. The community employee turnover rate has been historically low. On average, Legal community members are employed with the Marine Corps for nine years.

Over the next three years, over 25% (39 of 154) of the community will be eligible for optional retirement. The workforce data indicates community members typically remain employed with the Marine Corps three (3) years past their eligible optional retirement date. The community demographic information reflects there could be a spike in the number of community members eligible for retirement as a result of the aging baby boomer generation.

## ENVIRONMENTAL FACTORS

The Marine Corps Legal Community dedicates a large percentage of effort to military justice and related litigation, operational law, legal assistance; it is responsible for administrative law (including military personnel law); Standards of Conduct and government ethics; Freedom of Information Act (FOIA) and Privacy Act law; claims; and national security and intelligence law. In addition the community also dedicates great efforts in support of civilian personnel law, environmental and land use law, and contract/fiscal law.

The anticipated surge in CPL litigation on administrative furloughs will begin in earnest in the Second Quarter of FY-14. Over 43 attorneys and paralegals will be focused on that litigation beyond normal work requirements. The required level of effort may result in additional stress upon the community as requirements and workload are balanced.



Marine Corps legal community consists of civilian attorneys and legal support personnel as well as judge advocate personnel. Legal support staff personnel in this community require specialized, area specific, and annually updated training to meet the demand to remain current with changes in the law and with legal research. That requirement, coupled with cross training required to prepare for the future of these specialized areas places additional pressure to train personnel to meet the needs of the community. Training requirements cover a broad spectrum of various areas requiring significant expertise, to include Federal Employees' Compensation Act (FECA) fraud, FOIA request review and ethics collection and review of Public and Confidential Financial Disclosure Reports. The factors which must be considered in the establishment and maintenance of training requirements must take not of the fact that specialty areas are office specific and broad due to practice specialties tied to the demographics of the community.

## WORKFORCE PLANNING STRATEGIES

From a community prospective, Legal community planning strategies should include the following:

- Targeted succession planning
- Increasing proficiency in CPL, Environmental, Contract, Ethics and Fiscal law
- Develop additional capability to deliver legal services around the world
- Technical development in areas of intellectual property, environmental, civilian personnel, labor law, and the Uniform Code of Military Justice and Courts Martial procedures.





# LOGISTICS

## STRATEGIC OVERVIEW

The Marine Corps logistics mission is to provide globally responsive, operationally precise and cost-effective logistics support for the projection and sustainment of the warfighter. Marine Corps Logisticians and logistics capability enable the Corps to generate, train and sustain expeditionary crisis response forces, ready to operate across the range of military operations (ROMO), whether from home station, forward-based or forward deployed. The Marine Corps logistics vision is to achieve ever increasing levels of proficiency and needed capabilities through advocacy – ready people, the right capabilities, and responsive organizations.

Future strategic mission requirements will focus on preparing the Marine Corps for 21st century expeditionary operations by providing superior logistics and installations support. Over the next few years, the Marine Corps will widen our expeditionary aperture by forging even closer ties with our Navy and Joint partners. Future operations will require close relationships with US Transportation Command, the Defense Logistics Agency, and the Navy, Air Force and Army. In order to meet the logistics challenges of the 21st century expeditionary operations, the Logistics Community must increase technical proficiency, operational interoperability and strategic flexibility.

## DEMOGRAPHIC ANALYSIS

The Logistics Community has 60 occupational series, which generally fall within one of four logistics workforce categories: supply management; maintenance support; deployment, distribution and transportation (DDT); and life cycle logistics (LCL). Supply management is the ability to accurately forecast materiel requirements, identify and select supply sources, schedule deliveries, receive and verify

and transfer product, and authorize supplier payments. Maintenance support is the ability to manufacture and retain or restore materiel in a serviceable condition to achieve world class, agile maintenance capabilities in support of the full spectrum Military operations. DDT is the ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military deployed and non-deployed operations. LCL is the ability to plan, develop, implement and manage comprehensive, affordable and effective system support strategies. LCL encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. Some of the occupational series, such as Logistics Management Specialist are cross-cutting and encompass two or more of the workforce categories described above.

The civilian component of the Logistics community has over 4,000 employees with a current fill rate of 101%. The workforce is comprised mostly of males (83%) and personnel with prior military service – no disability (64%). Most employees are 55 or older (37%). However, the majority of the workforce has 10 years or less of service with the Marine Corps, indicating that many have joined the Marine Corps Logistics community as a second career.

**Recruitments:** As with most communities, the economic landscape has shaped the workforce and affected the Logistics Community's recruitment and retention activities. Overall, recruitment actions have been trending downward since FY 2009. In particular, new hiring has experienced a significant and steady decline since FY 2010 due to hiring freezes and other hiring restrictions. With the threat of additional budget cuts, FY 2012 saw the sharpest decline in recruitments in the past five years.



**Retirements:** Retirements grew modestly in FY 2009 and FY 2010, but had a minor decrease in FY 2011 and FY 2012. The data suggests that Civilian Marine Logisticians are remaining in the workforce three or more years past their retirement eligible date. This correlates with a strained economy and employees delaying retirement until they feel financially secure.

**Resignations:** The majority of resignations occur with those Civilian Marine Logisticians that have 5 years or less. The amount of resignations within the 1st year of employment has decreased since FY 2011. However, the Logistics Community experienced a significant increase of turnovers in FY 2012.

**Staffing Gaps:** In general, the Logistics Community is stable with no immediate or significant staffing gaps. The Community has not identified major problems with recruiting new talent nor retaining personnel. However, there are other issues that require attention, each of which are further exacerbated by budget constraints. For example, the community relies heavily on recruiting prior military personnel because of valuable skills, knowledge and experience, which has proven to be a vital resource. As the Marine Corps draws down their active duty (military) personnel, this recruiting pipeline will begin to decrease, limiting the number of potentially qualified candidates. In addition, a reduced war effort and budget constraints may require additional personnel cuts. While this issue may be mitigated by a corresponding reduction in workload, any potential cuts would have to be sequenced properly. The reduction in logistics workload occurs well after the reduction in contingency operations as Civilian Marine Logisticians must retrograde and reset equipment.

As with any workforce, knowledge management and succession planning are a concern. Because the community has an aging workforce, consideration must be given to who will replace the retiring population and how they will capture and retain their institutional knowledge. Currently, there are several informal processes operating at

different levels within the Marine Corps Logistics Community that are addressing these issues. However, the Marine Corps will leverage off of the Logistics Community of Interest to develop more structured and standardized programs to ensure continuity from an enterprise perspective.

## ENVIRONMENTAL FACTORS

The Logistics Community continues to operate in a complex and shifting environment, where changes in technology, labor market, economy and mission require forward thinking, flexibility and agility. In order to understand the impact these environmental factors have, an environmental scan was conducted to discuss the events, trends and statutory expectations that may impact demand and supply. During the scan, several environmental factors were identified that impact the logistics community.

**Significant Budget Reductions:** Budget reductions have the potential to impact all aspects of how Logistics functions, including: staffing, training, salary, equipment and operations. Reduced staffing could strain the existing workforce and hamper effectiveness towards meeting mission requirements.

**Reduction in War Efforts:** As the Marine Corps sees a shift in efforts and priorities due to the Afghanistan drawdown, the Logistics Community acknowledges the potential impact on how work gets done and the effects personnel returning from theater could have on staffing levels and workloads. Although the total effects of the drawdown are still unknown at this time, the Logistics community is exploring mitigating strategies to lessen the impact on meeting mission requirements.

**Emerging Technology:** Emerging technology is intended to increase efficiency in several areas of logistics management and operations, however; achieving manpower reductions first requires investment in community training and education, plus adjustments to the industrial base. Although not without challenges, the emergence of new technology within the Marine Corps Logistics



Community is necessary to compete in this environment.

**Improvement and Standardization of Work Processes:** As the case with emerging technology, business process reengineering is necessary for the Marine Corps to stay current on industry trends to remain competitive. Increased effectiveness, efficiency, flexibility, reduced manpower needs and improved communication are some of the areas being addressed during the business process reengineering effort.

**Aging Workforce:** The expectation of fewer new hires to replace retirees highlights the need for knowledge transfer, succession planning, and cross-functional/cross-career field training. Although an increase in retirements is expected, current data reflects that many incumbents are working past their retirement eligible date, allowing the Marine Corps to benefit from their expertise.

**More Diversified Workforce:** The injection of new thoughts, experiences and world perspectives in the Marine Corps can lead to increased creativity and innovation; however, this can present challenges related to managing and valuing these differences and how they impact the workforce.

**Labor Competition:** Competition with the private sector will continue to present a challenge. The Marine Corps will need to explore strategies for making the Logistics Community a desirable and sought after place to work (e.g. enhancements in salaries, technology, work life balance, advancement opportunities, and additional training and education opportunities.)

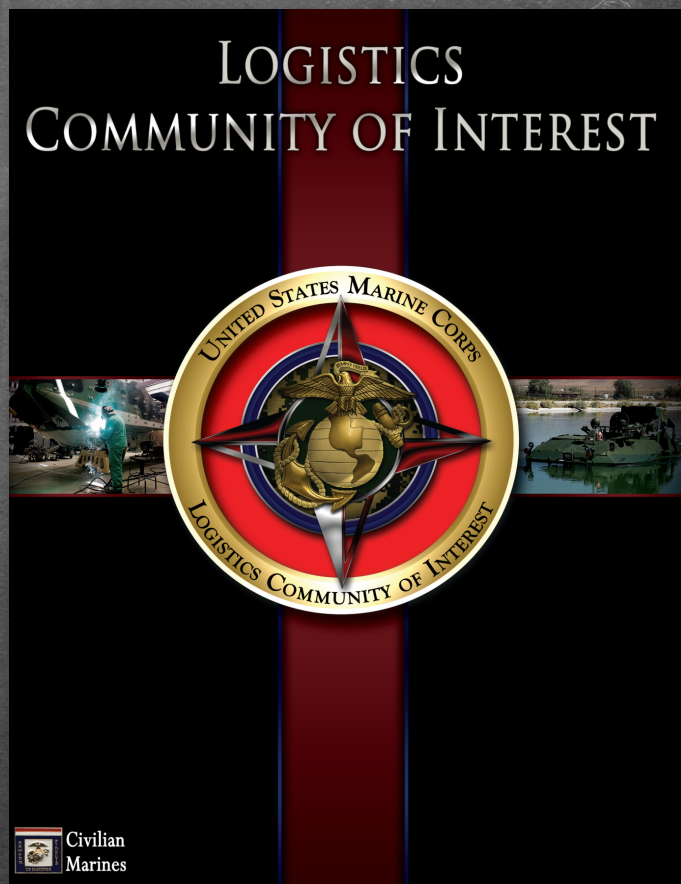
## WORKFORCE PLANNING STRATEGIES

While no major staffing gaps were identified during the assessment process, the Logistics Community highlighted the need for greater development of joint, strategic and multi-functional logisticians. The Marine Corps Logistics Community is comprised of 60 occupational series

in four broad workforce categories. This can lead to sub-optimization across the logistics enterprise. Furthermore, the lack of awareness and synergy across Military Services can reduce the effectiveness and efficiency of the Joint Logistics enterprise.

In response to this issue, the Marine Corps Logistics Community developed the following approach:

**Strategy:** Expand career broadening training/developmental assignments for mid and senior level Civilian Marine Logisticians. Career broadening opportunities include logistics cross-functional training, more robust logistics exchange programs between the Components and logistics assignment at the Strategic/Enterprise level.





# PROFESSIONAL ANALYST

## STRATEGIC OVERVIEW

The analytical community conducts independent analysis and provides independent advice on all program and evaluation matters within the Marine Corps. The Professional Analysis Community of Interest (COI) supports civilian Marines serving as analysts with professional development guidance, mentorship, standards, and training opportunities. The COI supports a professional analytical workforce that supports the United States Marine Corps, and advances the state of knowledge on issues of concern to senior leaders. The COI mission is to develop individuals possessing the best qualities of both civilian Marines and Operations Research Analysts.

## DEMOGRAPHIC ANALYSIS

Community demographic information retrieved from the Total Workforce Management System during June 2013 indicates the current on-board professional analyst community workforce consists of approximately 73 appropriated funded employees. The on-board population exceeds 84% of the total authorized manpower billets for the community on the Marine Corps Table of Organization. During the past five years, the community has experienced gradual growth, increasing from 80 to over 100 authorized billets members since 2011. While the community structure has increased even more, many existing billets remain unfilled, especially at MARCORSYSCOM. The community's turnover rate is below overall average Marine Corps turnover rate. On average community members are employed with the Marine Corps for 6.4 years compared to 9.4 years for the overall population.

The age distribution indicates 40% of the community is over 50 years old, but that segment of the analysis population has been decreasing for the past 4 years. Nonetheless, the community

may experience increased retirement over the next five years. The community's gender profile is consistent with overall Marine Corps profile. Approximately 80% of the community is male. Roughly 54% of the community population has prior military experience. It is also interesting to note 98% of the community members have post-secondary education recorded in their official personnel files.

## ENVIRONMENTAL FACTORS

The speed of progress in the capabilities of industrial-strength tools for conducting analysis demands constant refreshing of our awareness of the state of the art. The computing environment provided in the USMC (NMCI today, NextGen in the future) prohibits rapid fielding of analytical tools, and no ability to experiment or test new software. Further restriction of flexible application of computing is a threat to the advancement of our capabilities.

COI members, especially those of less experience, face challenges in communications and management skills. The educational requirements for GS-1515 leave little opportunity for acquiring these general purpose skills and knowledge. The structure of the COI membership shows many small cadres of GS-1500 professionals in many scattered organizations, and one large group working at Marine Corps Combat Development Command (Operations Analysis Division).

## WORKFORCE PLANNING STRATEGIES

This community has unique workforce dynamics fomented by the ongoing fiscal situation in the Department. Members of this workforce are in higher demand when resources are reduced, especially in the National Capital Region, where



almost all of this COI is located. Further, in recent times Federal Service has become less attractive due to public distain echoed in certain media outlets, furloughs, shutdowns, pay freezes, travel bans, training limitations, and imminent work force reductions. Hence, our planning strategy must center on retention of COI members in the Federal Service. The elements of this strategy must include promotion of quality-of-life awareness within management, generous professional development opportunities, and increasing alignment of the work done by analysts with concerns of the Marine Corps Leadership. To this last end, a group of SES-level managers are in the process of developing an Analysis Federation to enhance the Leadership's awareness of the virtues of data-driven decision making, as well as to sharpen the topics of analysis amongst the USMC analytical community.





# SAFETY & OCCUPATIONAL HEALTH (SOH)

## STRATEGIC OVERVIEW

The Marine Corps SOH Program is required by the OSH Act of 1970, Executive Order 12196 (Occupational Safety and Health Programs for Federal Employees), 29 CFR 1960, DOD 6055 Series of instructions, and MCO 5100.29B (Marine Corps Safety Program). The safety program provides commands with a cadre of trained and highly skilled SOH professionals necessary to identify hazards, preventing mishaps and injuries, and occupational illnesses. SOH professionals also execute core safety services and deliver recreational off-duty safety programs designed to control and mitigate risk.

The near-term strategic mission of the SOH Community of Interest is to support reconstitution of the civilian labor force to the programmed level that best supports commanders and effectively executes the resources allocated to our civilian labor requirement.

During FY 2010, the Executive Force Preservation Board, and subsequent Marine Requirements Oversight Council – Decision Memorandum (MROC-DM) 02A-2010 established 163 additional civilian SOH billets for placement with the various operational commands. This new SOH structure was in addition to the existing SOH structure generally resident within the supporting establishment. While the requirement for additional SOH support remains valid, MROC-DM 54 -2010 effectively negated funding for supplementary SOH billet structure.

Hence, every existing SOH billet is critical. During the five years between 2007 and 2011, the Marine Corps suffered losses due to on-duty mishaps of \$1,147,533,643.00 and off-duty mishap losses valued at \$83,922,313.00. Viewed through the loss prevention lens, the

prudent decision requires the maintenance and development of every existing SOH billet.

## DEMOGRAPHIC ANALYSIS

Community demographic information retrieved from the Total Workforce Management System during May 2013 indicates the current on-board SOH workforce consists of approximately 288 appropriated fund and 10 non-appropriated fund employees. The on-board population exceeds 98 percent of the total authorized billets for the community on the Marine Corps Table of Organization.

Unfortunately, due to local command decisions to re-describe positions, the community has lost 20-30 SOH billets during the past 3 years. The community annual turnover rate hovers at ~7 percent with members employed by the Marine Corps for an average of 8.5 years. The Marine Corps' rate and average is ~10 percent and 9.4 years respectively.

Over the next five years, 13 percent of the community will be eligible for optional retirement. The community's retirement profile is slightly higher than the overall Marine Corps retirement profile when compared with the overall population. The workforce data indicates community members typically remain employed with the Marine Corps one year past their eligible optional retirement date. Moreover, the workforce analysis demonstrates and requires some recognition of an aging workforce; over 55 percent of the community is in the > 50 age demographic.

Also of some concern is that 80 percent of the employees have yet to complete a post-secondary educational degree. Finally, the community is overwhelmingly male with women comprising just 10 percent of the community. Both of the



aforementioned factors may stem from the high percentage of community members having served in the military and may have entered into civil service later in life.

## ENVIRONMENTAL FACTORS

The recent Force Structure Review, associated budget reductions, reorganizations, and other workforce reshaping activity will continue to affect the community. These activities may impose new restrictions and regulations resulting in a slower pace of recruitment to fill vacated positions. Increased pressure to optimize SOH service delivery in a resource-constrained environment will require a well-educated, multi-skilled SOH cadre. Additionally, as the Marine Corps shifts its strategic focus towards the Pacific the community will likely see increased demand for new SOH structure and perhaps skills unique to the Western Pacific Area of Operations.

The current initial training course for newly hired military safety professionals is the Joint Service Safety & Occupational Health Course held at the US Army Combat Readiness & Safety Center, Fort Rucker, AL. This 15-week resident course may no longer be affordable nor meet the technical educational needs of the community. The SOH community will need to establish a multi-tier level training program to ensure effective and timely delivery of SOH services and members at all skill levels (i.e., GS-07 to GS-15) have a clear roadmap for developmental success.

DOD has informed the services to expect a new regulation promulgated by the Occupational Safety and Health Administration (OSHA) to implement a Safety & Occupational Management System (SOHMS). The SOH community members will need training to understand and implement these emerging requirements and to ensure commands can comply with the higher headquarters and self-evaluation aspects of new OSHA regulation.

## WORKFORCE PLANNING STRATEGIES

From a community prospective, SOH community strategies should include the following:

- Targeted succession planning for retiring members
- Recruit new talent to address concerns in our demographic analysis
- Develop relationships with universities offering highly regarded SOH programs
- Enhance efforts encouraging women to apply for SOH positions
- Develop SOH Internship and career broadening opportunities
- Recruit active duty personnel having served as Ground Safety Officers
  - o Promote degree programs & degree completion program for Staff Non-Commissioned officers.
  - o Increase proficiency in advanced technological and automation skills
  - o Improve Strategic Workforce Planning Competencies.
  - o Heighten the demand for SOH Professional Certifications and Post Secondary Education.
  - o Review organizational grades structure to improve promotion potential for SOH community members.
  - o Develop a promotion/selection matrix encompassing technical skill, SOH knowledge, managerial/ leadership experience and “Soft skills” in order to assist recruiting and selecting officials.



# SCIENCE & ENGINEERING

## STRATEGIC OVERVIEW

The mission of the Science and Engineering Community of Interest (COI) is to develop the professional competence of the scientific and engineering workforce across the Marine Corps. As the designated Marine Corps proponent for professional development of engineers and scientists, the Community focuses on the overall process of defining, developing, acquiring, testing, operating, and maintaining Marine Corps systems. As a result, the COI supports the growth of civilian engineers and scientists to ensure diverse engineering disciplines such as electronics, mechanics, ergonomics, aerodynamics, and software are integrated into coherent and effective Marine Corps systems.

## DEMOGRAPHIC ANALYSIS

Community demographic information retrieved from the Total Workforce Management System as of 21 June 2013 indicates the current authorized Science and Engineering workforce consists of approximately 600 funded billets of which approximately 89% are filled. The community employee turnover rate averages approximately 8% per year from FY2009 to FY2012. Science and Engineering community members on average are employed with the Marine Corps for 11 years.

The community's historical retirement average is 1.5% per year. In 2008, 62% of the population was > 50 years of age. In 2013, 45% of the population was > 50 years of age. This indicates that the average age of the community over the past five years has decreased. This is a good sign that the pipeline for young engineers is strong. The workforce data also indicates that approximately 25% of the community is currently eligible for retirement and that approximately 4% on average are staying 5 years or more beyond their eligible retirement date.

The community is a well-educated workforce. Approximately 90% have formal education with degrees. Of those, 58% have a Bachelors degree, 30% have a Masters degree, and 2% have a PHD degree. The Science and Engineering community must continue to train and attract an educated workforce to meet the demands of designing and developing Marine Corps highly technical and complex warfare systems.

## ENVIRONMENTAL FACTORS

Shifts in the economy and associated budget cuts, realignments, and reorganizations will continue to impact the community. Budget cuts will impose hiring restrictions resulting in a slower pace of recruitment to fill vacated positions.

Technology continues to advance at a very fast pace. Attracting a younger workforce that is current with those newer technologies will be a key to enabling the Marine Corps to competently and confidently manage and monitor the work efforts of large Design Agent Contractors in the design and development of our warfare systems.

The Science and Engineering community is a highly educated and skilled workforce. The Engineers and Scientists in the community possess many technical skills that are appealing to private industry. It is becoming increasingly difficult to attract, retain, and reward members of the community when private industry can offer job opportunities that pay more, do not freeze pay, do not furlough their employees, and have flexible hours with competitive benefits. The Marine Corps must continue to offer advanced academic educational opportunities as well as leadership and technical training in order to grow and mature educated leaders and subject matter experts within the Marine Corps.



## WORKFORCE PLANNING STRATEGIES

The Science and Engineering COI planning strategies should include:

- Planning for succession
- Recruiting new talent
- Increasing opportunities for advanced education
- Providing continuous technical and leadership training
  - Providing career growth opportunities





# SECURITY & EMERGENCY SERVICES

## STRATEGIC OVERVIEW

The Security & Emergency Services (S&ES) COI consists of approximately 2,500 individuals. Approximately 68% of the community is comprised of two occupational series – Firefighters and Police Officers. Another 16% is comprised of the Security Administration and Clerical occupational series – a diverse collection of Information, Personnel, Electronic and Physical Security professionals, as well as Antiterrorism Officers and Chemical/Biological/Radiological/Nuclear Defense Officers. Together, all members of the community are charged with the protection of Marine Corps personnel (uniformed Marines, civilian Marines, contractors, and family members), property and assets from an all hazards perspective.

There are no “non-core” functions within the COI. All functions provided by the COI are derived from the Marine Corps’ Mission Critical Task List as defined in MCO 3500.26A (Universal Naval Task List); in particular, Mission Critical Task 6 – “Protect the Force.” Current resources are meeting our accepted risk threshold. However, the Commandant has acknowledged this level of resourcing yields a “high risk to the force”. While the results of recently convened security reviews based on the Washington Navy Yard shootings are yet to be revealed, they most certainly will include a requirement to review our accepted risk threshold for validation of resources to requirements balance.

In addition to anticipated further resource requirements as a result of the Navy Yard shootings, there are a number of additional factors that will require commanders and leaders to make informed risk management decisions with respect to the Community: The continued introduction of the Joint Strike Fighter (JSF) into the Marine Corps. The JSF program is the largest Special

Access Program undertaken by the Marine Corps. It comes with increased security requirements, to include personnel screening, electronic and physical security, and law enforcement response times.

The Marine Corps’ portion of the “Pacific Pivot”. Initiatives will require increased security and emergency services resources be devoted to support WESTPAC installations, including MCAS Iwakini, MCB Camp Butler, and Marine Corps installations on Guam.

An increasingly chaotic world marked by instability and non-state, transnational threats will undoubtedly place additional strain on the Security and Emergency Services community.

## DEMOGRAPHIC ANALYSIS

Community demographic information retrieved from the Total Workforce Management System in June 2013 indicates the on-board population of the community is about 90% of authorized manning. However, this masks some challenges, particularly in the police officer series. The Deputy Commandants for Plans, Polices and Operations, Installations and Logistics, the MarFor Commanders, and the Commander, Marine Corps Installations Command continue to work on striking the right balance of civilian police officers and uniformed military police officers.

As might be expected, the Community is relatively young (policing and firefighting is a young persons’ game). Therefore, upcoming retirement is not a significant issue for these occupational series. However, retirement is an issue for the other occupational series, where the population is significantly older. Replacement of these experienced individuals, repositories of “institutional knowledge”, will be critical. Approximately 90% of the community lacks a



college degree – again, not surprising given the disproportionate numbers of police officers and firefighters. It is noteworthy, however, that approximately 25% of the GS 13-15 population possess only a high school diploma.

## WORKFORCE PLANNING STRATEGIES

- Community workforce planning strategies should include the following:
  - o Continued emphasis on recruiting quality individuals into the community
  - o Succession planning
  - o Continued emphasis on community education, training and development





# VISUAL INFORMATION/ PUBLIC AFFAIRS

## STRATEGIC OVERVIEW

The Visual Information/Public Affairs (VI/PA) Community of Interest (COI) mission is to develop and provide a systematic process for Civilian Marines to identify and assess technical and behavioral competency requirements, training opportunities, career roadmaps and mentoring partnerships to support career development. The VI/PA COI encompasses professionals that serve as expert, innovative and distinct team members dedicated to supporting our Nation's force in readiness both today and in the future while upholding the Marine Corps values of honor, courage and commitment.

The Visual Information and Public Affairs Community exists to educate, train, and inform, service members, employees, their families and the public about the Marine Corps through effective verbal, written and audio/visual communications. Our purpose is to foster public understanding and support, while providing the war-fighter with tools needed to accomplish the mission. A continued emphasis on developing analytical skills, increasing the ability to organize (people, services, data, information, and make informed decisions), and leveraging technology are imperative to enhance work efficiencies that are critical for this community.

## DEMOGRAPHIC ANALYSIS

Community demographics information was gathered and analyzed from the Total Workforce Management System collection from June 2013 and indicated that the current on-board VI/PA COI consists of 364 personnel. The on-board population is at 95% which is 5% above the Marines Corps' target of 90% of the total authorized manpower billets for the community on the Marine Corps Table of Organization. The VI/PA community has numerous artist-related skills

within its personnel, and these editors, museum curators and historians tend to reflect a younger 25-49 group of employees that stays steadily at 50%. VI/PA community members on average are employed with the Marine Corps for five (5) years. The population of community members who are eligible for retirement is growing and we will begin seeing increases in retirement from 2014 through the out years.

## ENVIRONMENTAL FACTORS

In an age of interconnected global communication networks and social media platforms, every DOD action that is planned or executed, word that is written or spoken, and image that is displayed or relayed, communicates the real or perceived intent of the United States Marine Corps, and by extension, the US Government. Both domestic and global public beliefs, perceptions and reactions are crucial to the success of any given strategy, policy, plan, operation or activity. In this age of hyper-digital media, effective communication stands out as the key component necessary to build public trust.

Every series in the VI/PA COI has become increasingly important as evidenced by the vast increase in the means, usage and speed of communication, this is because each relays information that educates, informs and records information for the public. However, this increase in importance requires greater and more immediate engagement in the communication environment to maintain and grow the trust placed in the Marine Corps by its domestic and international audiences. The rapid growth of social media also has driven this demand and our community must be vigilant and proactive on every issue even remotely related to the Marine Corps. This means that professionals, who once focused most of their efforts on engaging the media to inform the public, now need to



focus efforts on directly engaging the public in social media and other digital platforms on the internet. The prominence of infographics and the emergence of visual-based social media platforms have elevated the need to think visually when creating communication campaigns, and this means that many public VI/PA professionals need to make sure all understand how to leverage visual information capabilities in their communication efforts.

## **WORKFORCE PLANNING STRATEGIES**

From a community perspective, Visual Information/Publics Affairs workforce planning strategies should include the following:

- Align training and development with competencies in visual art & communication
- Increase opportunities in order to enhance analytical skill, management & strategy
- Increase organization, efficiencies, and process improvement
- Leverage new technology and increase proficiency with advanced technological skills, message themes and visual communication channels
- Encourage leadership skills and technical training via interactive courseware





# COI DEMOGRAPHIC DATA

## COI FY13 VACANCY RATE (SEP 13)

COMMUNITY OF INTEREST	AUTH	*AVG On-Board	% Fill
ADMINISTRATION	2,408	2,140	89%
COMMUNITY SUPPORT	649	547	84%
CONTRACTS	508	468	92%
EDUCATION	562	506	90%
ENVIRONMENTAL	438	414	95%
FACILITIES	1,957	1,935	99%
FINANCIAL	1,343	1,247	93%
HUMAN RESOURCES	860	780	91%
INDUSTRIAL TRADES	581	514	88%
INFORMATION TECHNOLOGY	2,226	1,969	88%
INTELLIGENCE	171	179	105%
LEGAL	167	158	95%
LOGISTICS	4,130	4,138	100%
MGMT & PROGRAM ANALYSIS	1,451	1,302	90%
PROFESSIONAL ANALYSIS	120	104	87%
PROGRAM MANAGEMENT	214	202	94%
SAFETY & OCC HEALTH	301	300	100%
SCIENCE & ENGINEERING	598	537	90%
SECURITY & EMER. SERVICES	2,520	2,285	91%
VISUAL INFOR. & PUBLIC AFFAIRS	228	222	97%
MARINE CORPS	21,518	19,891	92%

\*Monthly Average For FY13

Green = ≥85% - 100% Fill

Yellow = 75% - 85% Fill

Red = <75% Fill

## COI FY13 TURNOVER RATE (SEP 13)

COMMUNITY OF INTEREST	TOR
ADMINISTRATION	7.86%
COMMUNITY SUPPORT	8.60%
CONTRACTS	10.91%
EDUCATION	7.91%
ENVIRONMENTAL	7.50%
FACILITIES	8.18%
FINANCIAL	8.26%
HUMAN RESOURCES	9.89%
INDUSTRIAL TRADES	11.09%
INFORMATION TECHNOLOGY	8.74%
INTELLIGENCE	9.49%
LEGAL	7.63%
LOGISTICS	9.09%
MGMT & PROGRAM ANALYSIS	6.92%
PROFESSIONAL ANALYSIS	9.85%
PROGRAM MANAGEMENT	4.01%
SAFETY & OCC HEALTH	9.71%
SCIENCE & ENGINEERING	5.78%
SECURITY & EMER. SERVICES	9.21%
VISUAL INFOR. & PUBLIC AFFAIRS	3.62%
MARINE CORPS	8.84%

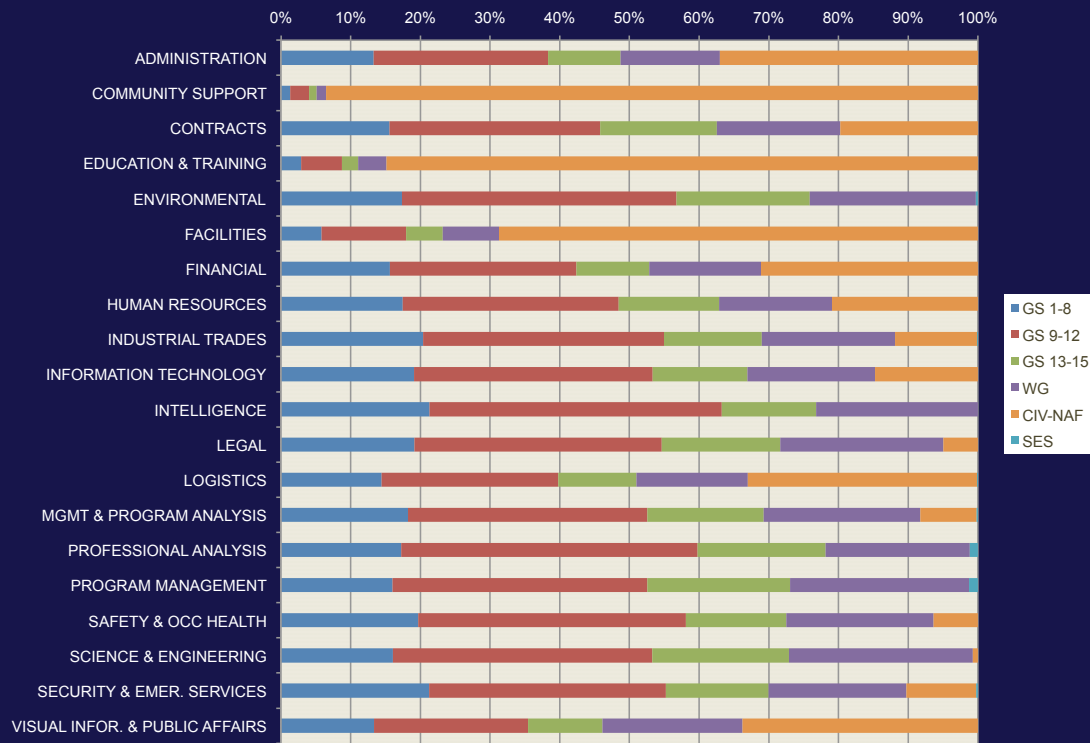
Green = At or Below MC Loss Rate

Yellow = within 5% Above MC Loss Rate

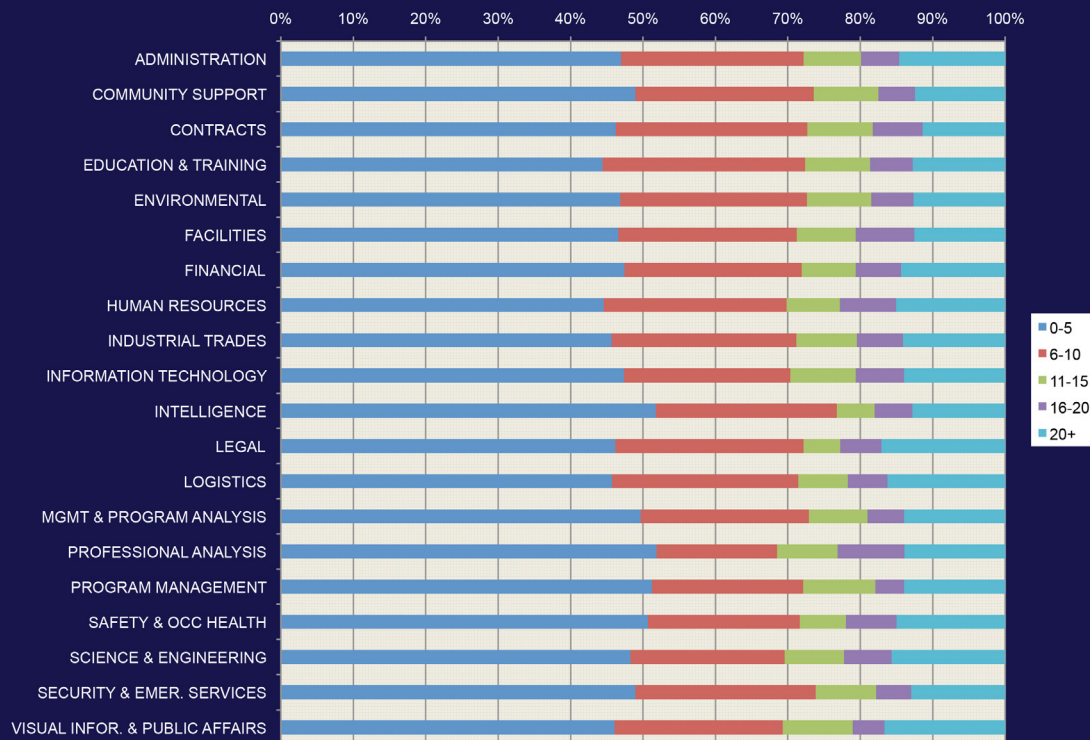
Red = over 5% of MC rate



## PAY BAND BREAKOUT

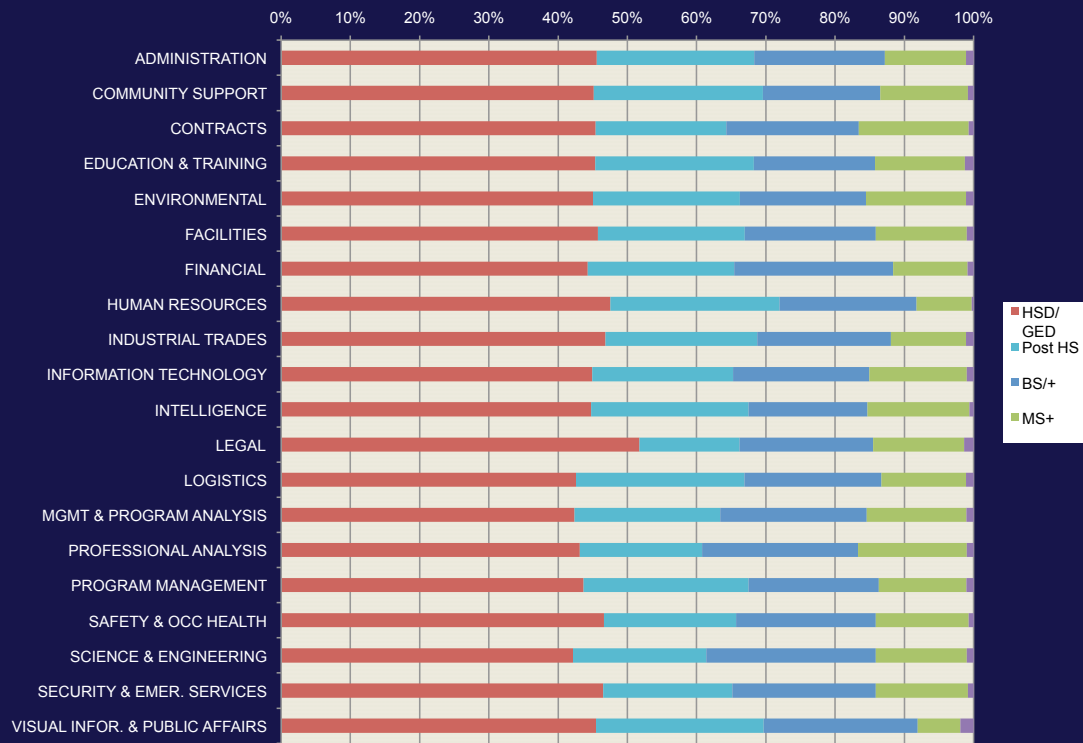


## YEARS WITH MARINE CORPS





## EDUCATION LEVEL



## EMPLOYEE TO SUPERVISOR RATIO

